Office of the
Premier

2002/03
Annual Service Plan Report

BRITISH
COLUMBIA

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Accountability Statement

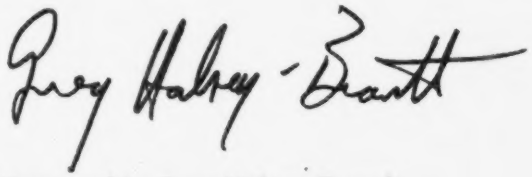
The 2002/03 Office of the Premier Annual Service Plan Report was prepared under my direction and in accordance with the *Budget Transparency and Accountability Act*. This report compares the actual results to the expected results identified in the Office of the Premier's 2002/03 Service Plan. I am accountable for the Office of the Premier's results and the basis on which they have been reported.

Honourable Gordon Campbell
Premier
June 26, 2003

Minister of State Accountability Statement

I am the Minister of State for Intergovernmental Relations and, under the *Balanced Budget and Ministerial Accountability Act*, I am accountable for the following results and the basis on which that portion of the 2002/03 annual service plan report was prepared:

Expected Results for 2002/03:	Results Achieved
• develop an action plan for British Columbia's intergovernmental priorities and have it approved by Cabinet;	Yes*
• develop a strategy to eliminate overlaps in jurisdiction and process between the British Columbia Government and the Government of Canada;	Yes*
• develop a program of cooperation with neighbouring states and have it approved by Cabinet.	Yes*



Honourable Greg Halsey-Brandt
Minister of State for Intergovernmental Relations
June 26, 2003

* Please see performance measures on pages 13 and 14.

BRITISH COLUMBIA

Office of the Premier

I am pleased to present the second Office of the Premier Annual Service Plan Report for the 2002/2003 fiscal year. The annual report provides a detailed overview of the progress that the Office of the Premier has made in implementing our service plan commitments.

Our government is acting to revitalize the economy, to restore sound fiscal management, and to renew the public services that are important to British Columbians. As we implement this plan, the Office of the Premier is responsible for providing the overall strategic direction to Ministries to ensure we meet these goals and commitments in a timely and effective way.

We have put in place a number of measures to ensure accountability for results. Legislation now in place requires annual three-year service plans for each ministry and government organization alongside the provincial budget. Government has also developed a three-year Strategic Plan that articulates the government's vision, goals, and objectives that the service plans support. And through the *Balanced Budget and Ministerial Accountability Act*, we've put in place new measures to help ensure that government balances the budget by 2004.

All of these measures are designed to ensure the government's goals are presented and met in a way that is open and accountable to the public. We will continue working in the year ahead to build a future of new opportunity for all British Columbians.

Gordon Campbell,
Premier

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Year-at-a-Glance Highlights

- **The Premier's Provincial Congress:** The 2nd Annual Provincial Congress was held on March 10, 2003. The Congress is one in a series of dialogues introduced in the Throne Speech of 2001. The Provincial Congress and various dialogues help to establish an understanding of British Columbia's issues so that all of the province's elected representatives can work together on a British Columbian Agenda that will meet the needs of all constituents. The Congress brings together all of British Columbia's Members of the Legislative Assembly, Members of Parliament and Senators, mayors from our province's 15 largest cities, the presidents of the five regional municipal associations, the President of the Union of B.C. Municipalities, and Aboriginal Leaders. During 2002/03, the Premier also hosted dialogues focused on specific public policy issues including Members of the Legislative Assembly: Dialogue on Education (June 13, 2002), Dialogue on Transportation (September 10, 2002) and Meeting of Cabinet and the First Nations Summit (September 16, 2002).

- **Federal Agenda:** The Premier has worked tirelessly to advance British Columbia's interests with the federal government, attending the 2002 Annual Premiers' Conference, the January 2003 Premiers' meeting and the February 2003 First Ministers' meeting on Health Care Renewal.

- **Core Services Review:** The Core Services Review of all government ministries, agencies, boards and commissions was completed over the 2002/03 fiscal year. All ministries are well underway in implementing the changes resulting from this review. The new structures and service delivery mandates are reflected in the three-year ministry service plans. The Core Services Review for the major Crown corporations was 95 per cent completed over the past year; the remaining work will be completed in 2003/04.

- **Communications:** A new service delivery structure was implemented for government communications to ensure that government communicates more efficiently and effectively through a shared service approach that fosters flexibility, confidence, competence and cost-effectiveness at every level. By placing greater emphasis on generalist skills, supported by enhanced strategic planning and political direction, the organization is more flexible, as staff are assigned to ministries to assist with priority initiatives as they arise. In addition, through televised open cabinet meetings, the creation of new Websites, updating the government Web site to include video streaming and a photo gallery, government now provides the public with the facts and information they need and want regarding new government initiatives and public policy changes (for example, health-care reform, forestry revitalization, educational reform, energy policy and fiscal reform).

- **Accountability and Transparency:** Nine Open Cabinet meetings were held in 2002/03 to ensure that major capital spending and land-use decisions involving the Agricultural Land Reserve, new parks, land claims and tenure reforms are decided by Cabinet in public. Cabinet has made policy decisions on such issues as revitalizing treaty negotiations, treaty-related measures, economic measures with First Nations, the creation of new parks, and the Central Coast Land Use Plan.
- **Government Enterprise Portal:** The implementation of the new government portal intended to improve the public's access to government and enhance electronic delivery of government services was delayed. The Chief Information Office was transferred to the Ministry of Management Services, which has been reorganized to provide all government shared services. The Enterprise Portal will be a key component of the new shared services delivery system.

Office of the Premier Role and Services

Introduction

The Premier serves as the President of the Executive Council (Cabinet) and head of the Government of British Columbia. As head of the government and Cabinet, the Premier provides leadership to, and cohesion among, ministers, ministries and all agencies of government. The Office of the Premier provides advice and support to the Premier, Cabinet and Caucus to set priorities and to facilitate smooth and effective operations of the Government of British Columbia. The Office works closely with all ministries and major agencies to support their work and to ensure policy coordination across government. In addition, the Office of the Premier provides leadership to the public service.

The Premier, with the support of the Office, is responsible for ensuring the *New Era* vision is implemented in a timely, open and accountable fashion. The *New Era* vision has led to the establishment of an overarching Vision for the Government of British Columbia. The Office of the Premier, together with all government ministries and Crown agencies, is accountable for the achievement of the Government's Vision.

The *New Era* Vision

The *New Era* document contains many far-reaching policy objectives. Ten specific objectives were highlighted for the future:

1. A top-notch education system for students of all ages.
2. High-quality public health-care services that meet all patients' needs where they live and when they need it.
3. A thriving private sector economy that creates high-paying job opportunities.
4. Safer streets and schools in every community.
5. Better services for children, families and First Nations.
6. The fastest growing technology industry in Canada.
7. A leading-edge forest industry that is globally recognized for its productivity and environmental stewardship.
8. Greater equity and equality for British Columbia in Canada.
9. The most open, accountable and democratic government in Canada.
10. Responsible, accountable management of your public resources and tax dollars.

These policy objectives have led to the development of an overarching vision for the Government of British Columbia.

Government of British Columbia Vision

The Premier and the Office of the Premier have a broad responsibility for the achievement of the Government's vision, outlined in the British Columbia Government Strategic Plan 2002/03 – 2004/05; *Restoring Hope and Prosperity*:

British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.

Office of the Premier Mission and Values

Mission

The Office of the Premier has specific accountability for the restructuring of government, the strategic use of technology, effective and transparent communications, the relationship with Crown corporations, and the development of positive intergovernmental relations. The mission of the Office of the Premier is:

To ensure the achievement of the New Era and Government's vision through leadership across government and Crown agencies in innovative planning, timely decision-making and effective service delivery, supported by leading-edge technology, open and transparent communications and positive intergovernmental relations.

Values

The Office of the Premier's leadership of government is founded upon the following core values:

- Integrity: to make decisions in a manner that is consistent, professional, fair and balanced.
- Fiscal Responsibility: to implement affordable public policies.
- Accountability: to enhance efficiency, effectiveness and credibility of government.
- Respect: to treat all citizens equitably, compassionately and respectfully.
- Choice: afford citizens the opportunity to exercise self-determination.

Principles — The Way We Work

In fulfilling our corporate leadership role, the Office of the Premier acts in accordance with the following principles:

- Results-oriented and client focused;
- Innovative and accountable public management;
- Focus on *New Era* priorities;

- Collaborative partnerships within the public sector and the broader provincial communities;
- Simplification of government regulations and processes;
- Focus on support and facilitation rather than direct control over the lives of people, businesses and organizations.

Office of the Premier Operating Context

In pursing its vision and outcomes, the Office of the Premier is confronted by a number of challenges and opportunities that inform its planning context over the next three years.

- Coordinating and leading in a complex and rapidly changing global environment.
- Capitalizing on economic and business opportunities that ensure future growth and prosperity as a result of globalization, increased international competition and trade liberalization.
- Enabling the transformation and continuous improvement of government to respond to the everyday needs of the people of British Columbia.
- Public expectations will continue to emphasize greater transparency, accountability and improved service quality from government at reduced cost.
- British Columbia's private sector wants to be a valued partner in the provision of government services.
- There is a global focus on developing information-based economies requiring the public sector to provide leadership in innovative service delivery.

Update on *New Era* Commitments

Government has already achieved 180 of its 201 *New Era* commitments. During the 2002/03 fiscal year, the Office of the Premier made a great deal of progress on implementing its *New Era* commitments. Significant achievements include:

- Ensuring that Crown corporations are subject to local zoning and land-use bylaws. Crown corporations have been advised to honour the policy, and a cross-government working group has been established to formally implement it.
- Restore an independent B.C. Utilities Commission to re-regulate B.C. Hydro's electricity rates. Under the government's new energy plan, BC Hydro rates will be re-regulated under the B.C. Utilities Commission effective March 31, 2003.
- Not sell or privatize B.C. Rail. As a result of the Core Services Review, government has determined that B.C. Rail will not been sold or privatized.
- Protect BC Hydro and all of its core assets, including dams, reservoirs and power lines under public ownership. As a result of the Core Services Review and the government's new energy plan, B.C. Hydro has been restructured to focus all of its activities on its core

functions, with the result that all of its core assets, including dams, reservoirs and power lines continue to be under public ownership.

- Introduced greater competition in auto insurance to create increased choice and reduce motor vehicle premiums. As a result of the Core Services Review, the B.C. Utilities Commission will be responsible for regulating the optional insurance market.
- Aggressively support and champion British Columbia's bid to host the 2010 Winter Olympics. The government has committed over $600 million for a successful bid, including $310 million for venues, $87.5 million for security and a $200-million contingency fund.
- Ensure that major capital spending decisions and land-use decisions involving the Agricultural Land Reserve, new parks, land claims and tenure reforms are decided by Cabinet in public, not behind closed doors. Cabinet has made policy decisions publicly on issues such as revitalizing treaty negotiations, treaty-related measures, economic measures with First Nations, the creation of new parks, and the Central Coast Land Use Plan.
- Lead annual "Leading Edge" marketing missions to promote B.C. technology and investment. Premier Campbell led the first Leading Edge mission to California in November 2002.
- Restore B.C. as a world leader in e-government, to give all citizens and businesses better online access to core services, 24 hours a day, seven days a week. The new government Enterprise Portal is under development. Community access terminals have been installed in all 58 government agent offices. The OneStop Business Services program allows businesses to complete multiple government applications and change their business addresses online.
- Hold Open Cabinet meetings at least once a month that are televised and broadcast live on the Internet. To date, 23 Open Cabinet meetings have been held.

Office of the Premier Core Business Areas

The structure and core business areas of the Office of the Premier are intended to facilitate the achievement of the government's key strategic goals and objectives as stated in the *New Era* document and Government's Strategic Plan, and to focus the activities of the Office to enable the efficient delivery of our core business priorities.

1. Executive and Support Services

Office of the Chief of Staff: manages key relationships on behalf of the Premier; provides strategic advice, communications, media relations and issues management support directly to the Premier.

Deputy Ministers to the Premier: provide leadership and coordination across all ministries and agencies of government for development of policies, legislation and public service reform.

Cabinet Operations: provides administrative support and services for Cabinet decision-making processes and facilitates the effective operation of Cabinet, and Cabinet and Government Caucus Committees.

2. Intergovernmental Relations Secretariat

The Secretariat works with all ministries and agencies of government to ensure that relations with federal, provincial and international governments advance British Columbia's interests.

3. Chief Information Office

This Office establishes the strategic direction and corporate governance of information management and information technology. The Chief Information Office was transferred to the Ministry of Management Services, which is responsible for all government shared services.

4. Public Affairs Bureau

The Public Affairs Bureau leads and coordinates communications with internal and external stakeholders and ensures that information about government programs and services is accessible to British Columbians.

5. Board Resourcing and Development Office

The Board Resourcing and Development Office ensures the appointment of fully qualified Boards of Directors for Crown corporations, agencies, boards and commissions (ABCs).

6. Crown Agencies Secretariat

The Crown Agencies Secretariat oversees the system of Crown corporations and provides advice, information and support to improve good governance and accountability for results.

Associated Agencies

Premier's Technology Council: advises the Premier on key technology issues associated with the *New Era* commitments to bridge the digital divide, supports a growing technology industry in British Columbia and works with the technology industry to capitalize on the province's growth potential in this sector.

British Columbia Progress Board: an independent board established to provide a new level of accountability by establishing specific economic, social, environmental and community goals and monitoring government's progress towards these goals.

Performance Reporting

Overview

This section of the report identifies the objectives and strategies for each core business area of the Office of the Premier. It provides information on the performance measures that indicate the Office's progress in achieving its goals and objectives.

In British Columbia, there is no precedent for the Office of the Premier developing and reporting out on Service Plan performance measures. As a result, many of the performance measures established in the 2002/03 Service Plan were new and no baseline data was available. The measures included in this section will be augmented and improved over time. The following performance results are grouped by the Office of the Premier's four goals and objectives. For each goal and objective in this section, information is given for the reporting period of April 1, 2002 through March 31, 2003. The status of each performance measure is also reported.

Selection of Measures

The performance measures reported below fall into three categories:

- **Output measures** represent the level of service provided by a program in attempting to achieve certain results.
- **Outcome measures** focus on the desired results of government actions.
- **Efficiency measures** relate to the costs of achieving successful outcomes.

Ministry Goals, Objectives and Key Strategies

Goal 1: To make British Columbia a leader in electronic government, to facilitate public participation through the legislative process, achieve more effective delivery of services at a lower cost and improve access to services over the internet.

Objectives	Strategies
1.1. Give all citizens and businesses better online access to core services.	• Make any government service that can be delivered electronically available over the Internet. • Work with the technology industry to capitalize on the tremendous potential for growth and job creation in exciting new sectors like bio-technology, forestry technology, software development, multi-media, electronics and telecommunications. • Work with communications companies, Internet service providers and local communities to bring high-speed Internet access to all communities in British Columbia, using public assets like roads, railways and power lines to leverage rapid growth in communications infrastructure and broadband Internet capabilities.
1.2. Increase access to information and help reduce the cost of paper flow and bureaucratic bottlenecks.	
1.3. Support the fastest growing technology industry in Canada.	
1.4. Ensure British Columbia's citizens and businesses have the capability and confidence to do business electronically.	

Measures and Targets

Measure	2002/03 Target	2002/03 Actual
Public expectations as defined by survey	Survey and targets developed	**Underway.** Targets are being developed for inclusion in the Ministry of Management Services for 2003/04 due to transfer of Chief Information Office function to that Ministry.
Number of British Columbians with access to digital telecommunications	By 2004/05, 80% of British Columbians have access to digital communications	**Completed.** Currently 82% of British Columbians have access. The target is being raised to 87% for 2004/05.
Amount of government business being transacted over the Internet	To be established with Premier's Technology Council	**Underway.** The tools have been purchased and installed on the Enterprise Portal to measure this beginning in September 2003 after completion of the Portal Project.

Measure	2002/03 Target	2002/03 Actual
Services obtained electronically from government	Number of User ID increases 25% over 2002/03	**Completed.** The number of British Columbia electronic User Ids increased by 100% over 2002/03.
Awareness and use of government Internet services	Hits to BC Connects increased to 4,000 per week	**Underway.** The 2002/03 Service Plan identifies the number of "hits" to the BC Connects Web site as a measure. The correct measure for the targets should have read "visits." Hits measure the numbers of clicks on pages, while visits measure the number of times individuals visit a Web site. Measuring hits generates a much higher number that does not accurately reflect the correct use of visits as a measure. Average hits per week are 75,420. The target should have been 4,000 weekly visits to the BC Connects Web site. Average weekly visits for the year were 2,921. Enhancement of the BC Connects Web site was not actively pursued in 2002/03 as the implementation of the Enterprise Portal was to supersede the BC Connects Web site.
Number of government services delivered electronically	Two additional services per ministry over 2002/03	**Completed.** Forty-seven new services were delivered electronically in 2002/03. Examples of services added in 2002/03 are: **Land and Resource Registries Portal:** a single window system that provides clients with access to information regarding titles and encumbrances on land, surface and subsurface rights respecting resources. Refer to web site: http://srmwww.gov.bc.ca/sstu/portal. **Web Orientation for B.C. Employment and Assistance:** a Web based orientation session for the BC Employment and Assistance Program. This site can be viewed at: http://www.weborientation.gov.bc.ca/.

Goal 2: To improve the effectiveness of British Columbia's federal, interprovincial and international relations to support government priorities.

Objectives	Strategies
2.1. Advocate for more equitable distribution of federal government transfer payments and contracts and ensure full provincial participation in federal funding programs.	• Prepare a list of federal-provincial issues and propose a strategy for advancing British Columbia's position in a coordinated and effective way. • Invite all members of the British Columbia Legislature and British Columbia Members of Parliament to hold annual joint conferences to identify and overcome issues of regional alienation within Canada and British Columbia. • Push to eliminate interprovincial trade barriers. • Push to eliminate overlaps in areas of federal and provincial jurisdiction that add bureaucratic costs and frustrate economic development and sound management. • Coordinate a program of cooperation with Washington, Oregon, Idaho and Alaska.
2.2. Achieve a more equitable federal equalization program that is consistent with the Constitution.	
2.3. Eliminate interprovincial trade barriers.	
2.4. With the lead ministry, seek provincial control over the management and revenues of British Columbia's offshore fisheries to improve fisheries management and protect fishery jobs.	
2.5. Enhance British Columbia's working relationships with other provincial and federal institutions.	

Measures and Targets

Measure	2002/03 Target	2002/03 Actual
Identify and rank B.C.'s intergovernmental priorities and implement an action plan	Priorities ranked and approved by Cabinet Action plan developed and approved by Cabinet	**Completed.** Implementation underway. In addition, British Columbia's priorities were reflected at the August 2002 Annual Premiers' Conference, the January 2003 Premiers' meeting and the February 2003 First Ministers' Meeting on Health Care Renewal. In February 2003, the Prime Minister agreed to remove the ceiling on the federal equalization program. A review of the program is underway.
Eliminate overlaps in jurisdiction and process	Ministries identify overlaps Strategy developed for rationalization	**Completed.** Ministries have identified overlaps in jurisdiction and process. A strategy has been developed for rationalization.

Measure	2002/03 Target	2002/03 Actual
Make progress on interprovincial trade barriers	Structured, ongoing relationship on interprovincial trans-border issues	**Completed.** B.C. is in total compliance with the Agreement on Internal Trade (AIT) provisions and is pressing other provinces to strengthen the AIT.
Implement a program of cooperation with Washington, Oregon, Idaho and Alaska	Program approved by Cabinet	**Completed**. A program of cooperation with neighbouring States has been approved by Cabinet. In addition, the Premier met with Governors of neighbouring states at the Western Governors' Association meeting. He also met with U.S. Vice President Dick Cheney, U.S. trade representative Robert Zoellick and American Ambassador Paul Cellucci. The Minister of State for Intergovernmental Relations met many American legislators at Pacific NorthWest Economic Region meetings, the Council of State Governments (West) annual meeting and during visits to Alaska and Washington, D.C. He also met senior U.S. officials when they visited British Columbia and has periodic meetings with the U.S. Consul General in Vancouver. The MLA for Chilliwack-Kent has met with dozens of legislators from Washington, Oregon, Idaho, Montana, Alaska and other States in his role as President of Pacific North West Economic Region (PNWER).

Goal 3: To manage public resources and tax dollars within ministries and agencies responsibly and accountably.

Objectives	Strategies
3.1. Create an efficient, accountable and effective system of Crown corporations.	• Ensure effective oversight of the system of Crown corporations in British Columbia. • Make merit-based board appointments in a transparent manner that represents community needs. • Complete the Core Services Review of all government agencies and implement the Core Services Review and Deregulation Task Force recommendations.
3.2. Ensure that all boards of Crown corporations and provincial agencies have the skills required to manage the affairs of their organizations.	
3.3. Ensure that ministries and government organizations are publicly accountable to taxpayers both in the delivery of effective programs and services and in fiscal management.	
3.4. Focus government on the delivery of core services.	

Measures and Targets

Measure	2002/03 Target	2002/03 Actual
Core Services Review completion and rate of implementation	1. 100% of Core Services Reviews complete 2. At least 33% of recommendations implemented 3. 30% reduction from base in number of Crown agencies	1. **Underway.** All Ministry Core Services Reviews were completed in 2002/03. Ninety-five per cent of Crown corporations have completed their Core Services Review. 2. **Completed.** All Ministries have implemented the vast majority of the recommended strategic shifts resulting from their Core Services Review. Of the 59 Crown corporations, over 75% have implemented the majority of the recommendations resulting from their Core Services Review. 3. **Completed.** The number of Crown agencies, boards and commissions with provincial representation has been reduced to 498 from the base of 730. This figure represents a 32% reduction in the number of Crown agencies.

Measure	2002/03 Target	2002/03 Actual
New governance and accountability frameworks developed and implemented for Crown corporations, agencies boards and commissions	1. Strategic framework for Crown agencies established 2. Finalize umbrella governance and accountability frameworks for Crown corporations, agencies, boards and commissions	1. **Underway.** The Crown Agencies Secretariat, in consultation with Crown corporations, government and other jurisdictions, is currently developing a strategic framework for Crown agencies. 2. **Underway.** A draft governance and accountability framework has been posted on the Crown Agencies Secretariat Web site.
	50% of Crown corporations establish corporate governance frameworks that are consistent with the umbrella governance and accountability framework	**Completed.** All major Crown corporations have appropriate corporate governance structures in place that clearly set out the processes by which the Board carries out its activities and are consistent with the governance framework.
	Performance measurement reporting framework for government organizations revamped	**Completed.** A new framework for planning and reporting against performance measures has been established for government organizations. Crown agencies are implementing a performance measurement system and benchmarking either by comparing themselves to similar organizations or using external agencies to assist them in the development of performance measures and benchmarks. The Select Standing Committee on Crown Corporations reviews performance against benchmarks.

Measure	2002/03 Target	2002/03 Actual
Develop survey and benchmarks to assess effectiveness	Achieve composite score of 6.5 based on benchmarks	**Underway.** Crown corporation CEOs were consulted to assess the past performance of the Crown Agencies Secretariat and to get their perspectives on the future direction of the Secretariat. This information will be referenced in the development of a survey of Crown corporation CEOs and Ministers responsible for Crowns to be undertaken in 2003/04.
Appointments process developed and implemented	Application form and upcoming vacancies online	**Completed.** Complete information regarding how to apply to be considered for incoming vacancies is available on the Board Resourcing and Development (BRDO) Web site at http://www.fin.gov.bc.ca/abc/. Applications may be submitted online. There were 1,081,755 hits on this Web site by 55,239 different users. For all agencies, boards and commissions, the terms of current appointees are shown on the Web site so upcoming vacancies can be identified. In certain cases, vacancies are also advertised in local and national newspapers.
	Feedback system developed to assess appointments	**Completed.** Biographies for all appointees are available on the Web site and subject to public scrutiny and feedback. All candidates for reappointment are assessed prior to consideration for reappointment. BRDO follows up with Chairs on a regular basis to obtain feedback on appointments.

Measure	2002/03 Target	2002/03 Actual
Appointments process developed and implemented (continued)	60% of appointments are processed at least 30 days before effective date	**Underway.** Many appointments to agencies, boards and commissions were put on hold pending the outcome of Ministry Core Services Review. For this reason, the percentage of all appointments processed at least 30 days before the appointments expire is less than 60%.

Goal 4: To ensure that government operations are efficient, open and accountable.

Objectives	Strategies
4.1. Focus on, and implementation of, cross government priorities. 4.2. Effective decision-making processes. 4.3. Open and effective communication.	• Provide a high quality of administrative support and services for Cabinet decision-making processes. • Refocus and restructure government communications services. • Provide accessible information on government policy, programs and services. • Drive the transformation process in government.

Measures and Targets

Measure	2002/03 Target	2002/03 Actual
Quality standards set for material for Cabinet and committee consideration	Targets met	**Completed.** Ninety-five per cent of material prepared for Cabinet and committee consideration is meeting quality standards. Five per cent is returned to Ministries for further work.
Standards set for timely decision-making to meet government's strategic priorities in policy and legislation	Base measures to be established by survey with Government Caucus Committees	**Completed.** Base measures have been established by survey with Government Caucus Committees.

Measure	2002/03 Target	2002/03 Actual
Open Cabinet meetings held monthly and decisions made in public on major capital spending and land-use issues.	At least 12 meetings per year televised and webcast	**Underway.** Meetings have been held monthly except in August, October and January. The content discussed at the nine Open Cabinet meetings held in 2002/03 were consistent with the *New Era* commitment to ensure decisions on major capital spending and land-use issues are made in public.
Implementation of initiatives across government	Establish a target for the number of government-wide and other major projects to be implemented by the Office of the Premier	**Completed.** The Office of the Premier will be responsible on an annual basis for leadership of four cross-ministry targets. This target is reflected in the Office of the Premier's 2003/04 – 2005/06 Service Plan.
Implementation of initiatives across government	Number and percentage of government-wide and other major projects managed within approved specifications	**Completed.** For the 2002/03 fiscal year, the Office of the Premier managed the following cross-ministry projects: • Provided ongoing support and leadership of Public Service Renewal. • Worked with representatives from all Ministries to develop the 2003/04 – 2005/06 Government Strategic Plan. • Led the Regional Service Delivery Project. A long-term strategy to optimize regional service delivery has been developed to support local and regional offices to maximize cooperation and service availability through a stable government presence, convenience of service delivery and, where feasible, single-window public accessibility to government services.
	Percentage of projects completed to final or progressive timelines	**Completed.** Each of the cross-ministry projects identified have been completed or advanced along progressive timelines.

Measure	2002/03 Target	2002/03 Actual
Finalize a new service delivery framework for the Public Affairs Bureau	Implement new model	**Completed.** A new service delivery model for government communications was announced on June 26, 2002, aimed at communicating more efficiently through a shared-service approach that fosters greater flexibility, confidence, competence and cost-effectiveness at every level. The government recognized that it must do a better job of giving people the facts and information they want and need to properly understand the changes their elected representatives are making in the public interest, and is intent on ensuring that all misinformation is immediately corrected. This has been accomplished with substantially fewer staff.
Finalize a new service delivery framework for the Public Affairs Bureau	Develop client feedback mechanism	**Completed.** Client feedback mechanisms have been established for two of the Bureau's primary client groups: ministers' office staff and the media. Meetings are held each morning with ministers' staff, allowing for continuous feedback on current issues and events. A media enquiry line has been established that operates 24 hours, seven days a week to ensure media receive the information they need when they need it.

Measure	2002/03 Target	2002/03 Actual
Finalize a new service delivery framework for the Public Affairs Bureau (continued)	Establish performance targets	**Completed.** Performance targets have been established for the Public Affairs Bureau as follows: • Ministers' office communications: respond to issues within appropriate timeframes. • Media enquiries: provide 24 hour a day, seven days a week response to all media enquiries and provide follow-up within specified timeframes. • Timely, accurate information: continue to televise Open Cabinet meetings; ensure the government Web site is updated to reflect new initiatives as they are announced, incorporating video streaming and updating the photo gallery where appropriate.

2002/03 Resource Summary

	Estimated	Other Authorizations	Total	Actual	Variance
Operating Expenses ($000)					
Premier's Office	2,672	—	2,672	2,396	276
Executive Operations	4,121	—	4,121	3,553	568
Government Chief Information Office	2,287	—	2,287	2,265	22
Intergovernmental Relations Secretariat	3,082	—	3,082	3,024	58
Crown Agencies Secretariat	3,043	—	3,043	2,051	992
Public Affairs Bureau	34,522	—	34,522	28,298	6,224
Total	**49,727**	—	**49,727**	**41,587**	**8,140**
Contingencies (All Ministries) and New Programs					
Juno Beach		1,000	1,000	1,000	—
Total	**49,727**	**1,000**	**50,727**	**42,587**	**8,140**
Full-time Equivalents (FTEs)					
Total	**367**	—	**367**	**306**	**61**
Ministry Capital Expenditures (CRF) ($000)					
Premier's Office	5	—	5	—	5
Executive Operations	76	—	76	4	72
Government Chief Information Office	130	—	130	16	114
Intergovernmental Relations Secretariat	30	—	30	20	10
Crown Agencies Secretariat	18	—	18	7	11
Public Affairs Bureau	690	—	690	432	258
Total	**949**	—	**949**	**479**	**470**

2002/03 Resource Summary

	Estimated	Other Authorizations	Total	Actual	Variance
Operating Expenses ($000)					
Premier's Office	2,672	—	2,672	2,396	276
Executive Operations	4,121	—	4,121	3,553	568
Government Chief Information Office	2,287	—	2,287	2,265	22
Intergovernmental Relations Secretariat	3,082	—	3,082	3,024	58
Crown Agencies Secretariat	3,043	—	3,043	2,051	992
Public Affairs Bureau	34,522	—	34,522	28,298	6,224
Total	**49,727**	—	**49,727**	**41,587**	**8,140**
Contingencies (All Ministries) and New Programs					
Juno Beach		1,000	1,000	1,000	—
Total	**49,727**	**1,000**	**50,727**	**42,587**	**8,140**
Full-time Equivalents (FTEs)					
Total	**367**	—	**367**	**306**	**61**
Ministry Capital Expenditures (CRF) ($000)					
Premier's Office	5	—	5	—	5
Executive Operations	76	—	76	4	72
Government Chief Information Office	130	—	130	16	114
Intergovernmental Relations Secretariat	30	—	30	20	10
Crown Agencies Secretariat	18	—	18	7	11
Public Affairs Bureau	690	—	690	432	258
Total	**949**	—	**949**	**479**	**470**